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MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: Max Hugel  
Deputy Director for Administration  
SUBJECT: Review of Recruitment Process

1. This memorandum forwards copies of a recent DDA study on recruitment and an associated Office of Personnel Policy, Planning, and Management (OPPPM) memorandum for your information only.

2. Earlier this year, I commissioned a short study on the cost effectiveness and efficiency of the recruitment process, specifically the DDA portions of that activity. The study, completed in March 1981, surfaced some areas for consideration in the two involved DDA offices, the Office of Security and the Office of Medical Services, and in some of the OPPPM activities as well.

3. I am prepared at this point to implement recommendations in two areas:

- The Office of Security can begin an up-front polygraph program, which is defined as a polygraph examination given prior to the security background investigation. This should contribute to a decrease in the number of required background investigations, a lengthy expensive process.
- The Office of Medical Services has agreed to survey components who request the Professional Aptitude Test Battery (PATB) examination for their applicants to determine if their requirements for the test continue. We expect to see a reduction in the number of PATBs administered as a result of this review.

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4. Because the study did make several recommendations regarding OPPPM recruitment and applicant processing activities, I forwarded a copy to Harry Fitzwater. He did not concur with the study's arguments or conclusions. Attachment B is his memorandum to me stating his concerns.

Max Hugel

cc: DDA  
ER

Attachments:

- A. DDA recruitment study
- B. O/OPPM memo re Att A

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